

## *THE INFLUENCE OF WORK-LIFE BALANCE AND EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT OF PERUMDA TIRTA PAKUAN EMPLOYEES, BOGOR CITY*

### **PENGARUH WORK-LIFE BALANCE DAN KECERDASAN EMOSIONAL TERHADAP KOMITMEN ORGANISASI KARYAWAN PERUMDA TIRTA PAKUAN KOTA BOGOR**

Selina Aryadisti<sup>1)</sup>, Sri Harini<sup>2)</sup>, Ismartaya<sup>3)</sup>

<sup>1,2,3</sup> Faculty of Economics, Djuanda University

Corresponding Author: selina.aryadisti2020@unida.ac.id

#### **ABSTRACT**

*The purpose of this study was to determine the influence and employee responses regarding work-life balance and emotional intelligence on organizational commitment. This research method is quantitative research with proportionate random sampling technique. Data collection through distributing questionnaires tested through validity, reliability, multicollinearity, heteroscedasticity, regression coefficient, coefficient of determination, F test, and t test. The results of the study are work-life balance, emotional intelligence, and organizational commitment of employees in the high enough category. In addition, work-life balance and emotional intelligence have a positive and significant effect on employee organizational commitment both simultaneously and partially.*

**Keywords:** *Emotional Intelligence; Organizational Commitment; Work-Life Balance.*

#### **ABSTRAK**

Tujuan penelitian ini ialah untuk mengetahui pengaruh dan tanggapan pegawai mengenai work-life balance dan kecerdasan emosional terhadap komitmen organisasional. Metode penelitian ini ialah penelitian kuantitatif dengan teknik proportionate random sampling. Pengumpulan data melalui penyebaran kuesioner yang diuji melalui uji validitas, reliabilitas, multikolinieritas, heterokedastisitas, koefisien regresi, koefisien determinasi, uji F, dan uji t. Hasil penelitian yakni work-life balance, kecerdasan emosional, dan komitmen organisasional karyawan berada pada kategori cukup tinggi. Selain itu, work-life balance dan kecerdasan emosional berpengaruh positif dan signifikan terhadap komitmen organisasional karyawan baik secara simultan maupun parsial.

**Kata Kunci:** Kecerdasan Emosional; Komitmen Organisasional; Work-Life Balance.

#### **INTRODUCTION**

Indonesia has entered the era of industrial revolution 4.0, which means that information technology plays an important role in human life. Everything becomes unlimited and can be accessed from anywhere, at any time, by anyone. The rapid development of technology requires every individual to be able to explore their

potential in accordance with the needs of the times.

Current developments not only require every individual, but also require every company to be able to adapt to the changes that occur. This means that companies must have various strategies to achieve company goals. One strategy that can be carried out by companies is to choose Human Resources (HR) who have high

competitiveness and can adapt well according to current developments.

The abilities and potential of the company's human resources are regulated and managed through Human Resources Management (HRM) so that they are in harmony with the company in carrying out their work. Companies that do not carry out HRM functions well can cause employee prosperity, resulting in employees having low organizational commitment.

Companies that have employees with work-life balance and low emotional

Low employees occur at the PERUMDA Tirta Pakuan company, Bogor City. PERUMDA Tirta Pakuan Bogor City is a regional company which has the authority to provide clean water consumption needs for the community in Bogor City. Therefore, PERUMDA Tirta Pakuan Bogor City must be able to maintain the welfare of its employees so that they continue to work comfortably so that they can increase organizational commitment. The following is data from the distribution of a pre-survey questionnaire regarding

No	Indicator	Question	Answer (Person)		Interpretation
			Of	No	
1	Affective commitment	Do you stay at the company because of the feeling of happiness, comfort and pride you get?	3	27	As many as 90% of employees stay at the company for no reason Because a sense of happiness, comfort and pride.
2	Sustainability commitment	Do you stay at the company because you get a lot of benefits?	13	17	As many as 57% of employees stay at the company for no reason Because get a lot of benefits.
3	Normative commitment	Do you stay at the company because you have a high sense of loyalty to the company?	8	22	As many as 73% of employees stay at the company for no reason Because have a high sense of loyalty to the company.
<b>Total</b>			<b>24</b>	<b>66</b>	
<b>Average</b>			<b>8</b>	<b>22</b>	

intelligence has the potential to reduce employee organizational commitment. The problem of organizational commitment

**Table 1 Pre-Survey Questionnaire on Organizational Commitment**

Source: PERUMDA Tirta Pakuan Bogor City, 2023

Based on Table 1 regarding the pre-survey questionnaire regarding organizational commitment with questions based on indicators of organizational commitment according to Robbins & Judge (2016), it can be concluded that the average number of employees who answered 'no' was 22 with a percentage of 73%. This proves that the organizational commitment of PERUMDA Tirta Pakuan Bogor City employees is still low.

organizational commitment to 30 employees of PERUMDA Tirta Pakuan Bogor City.

The first factor that influences employee organizational commitment PERUMDA Tirta Pakuan Bogor City in connection with the author's research, namely work-life balance. The following is the data from the distribution of the related pre-survey questionnaire work-life balance to 30 employees of PERUMDA Tirta Pakuan Bogor City:

No	Indicator	Question	Answer (Person)		Interpretation
			Of	No	
1	Time balance	Are you satisfied with the time you spend at work or outside of work?	9	21	70% are dissatisfied with the time they spend at work or outside of work.
2	Balance of engagement	Are you satisfied with your involvement at work or outside of work?	11	19	63% were dissatisfied with their involvement with work or outside work.
3	Balance of satisfaction	Are you satisfied with the various activities you do at work or outside of work?	7	23	As many as 77% are dissatisfied with the various activities they do at work or outside of work.
<b>Total</b>			<b>27</b>	<b>63</b>	
<b>Average</b>			<b>9</b>	<b>21</b>	

**Table 2 Pre Survey Questionnaire Work-Life Balance**

Source: PERUMDA Tirta Pakuan Bogor City, 2023

Based on Table 2 regarding the related pre-survey questionnaire work-life balance with questions made based on indicators work-life balance According to Greenhaus (2017), it can be concluded that the average number of employees who answered 'no' was 21 employees with a percentage of 70%. This proves that the work-life balance of PERUMDA Tirta Pakuan Bogor City employees is still low.

The second factor that influences the organizational commitment of PERUMDA Tirta Pakuan Bogor City employees in connection with the author's research, namely emotional intelligence. The following is data from the distribution of a pre-survey questionnaire related to emotional intelligence to 30 employees of PERUMDA Tirta Pakuan, Bogor City.

**Table 3 Pre Survey Questionnaire Emotional Intelligence**

Source: PERUMDA Tirta Pakuan Bogor City, 2023

Based on Table 3 regarding the pre-survey questionnaire related to emotional intelligence with questions made based on indicators of emotional intelligence according to Salovey & Mayer (2018), it can be concluded that the average number of employees who answered 'no' was 18 employees with a percentage of 60%. This proves that the emotional intelligence of PERUMDA Tirta Pakuan Bogor City employees is still low.

Based on the background that has been described, the author is interested in conducting research with the title "**Influence Work-life Balance and Emotional Intelligence on Employee Organizational Commitment PERUMDA Tirta Pakuan Bogor City**".

The aim of this research is to find out whether work-life balance and emotional intelligence has a positive and significant effect on employee organizational commitment.

and efficiently to achieve a certain goal (Hasibuan, 2016). SDM are people in an organization who play an active role in running an organization or business who have the ability and potential to become designers, actors and determinants of achieving organizational goals (Hasibuan, 2016).

HRM is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. The HRM function consists of: planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline and dismissal. HR components include entrepreneurs, employees, and leaders or managers (Hasibuan, 2016).

Organizational commitment is a state in which a person employee siding with a particular organization with its goals and intending to maintain its membership in that organization (Robbins & Judge, 2016). There are 3 (three) factors that influence

## MATERIALS AND METHODS

No	Indicator	Question	Answer (Person)		Interpretation
			Of	No	
1	Recognize your emotions	Are you able to recognize the emotions (feelings) you are feeling?	19	11	As much as 37% of officers are not able to know the emotions (feelings) they are feeling.
2	Managing emotions	Are you able to control the emotions (feelings) you feel?	7	23	As much as 77% of officers are unable to control the emotions (feelings) they feel.
3	Motivate yourself	Are you able to motivate yourself?	12	18	As much as 60% of officers are unable to motivate themselves.
4	Recognizing other people's emotions	Are you able to understand what other people feel?	6	24	As much as 80% of officers are unable to understand what other people feel.
5	Build relationship	Are you able to build good relationships with other people?	18	12	As many as 40% of employees are unable to build good relationships with other people.
<b>Total</b>			<b>62</b>	<b>88</b>	
<b>Average</b>			<b>12</b>	<b>18</b>	

Management is the science and art of managing the process of utilizing human resources and other resources effectively

organizational commitment, namely: (1) individual characteristics, (2) organizational characteristics, (3)

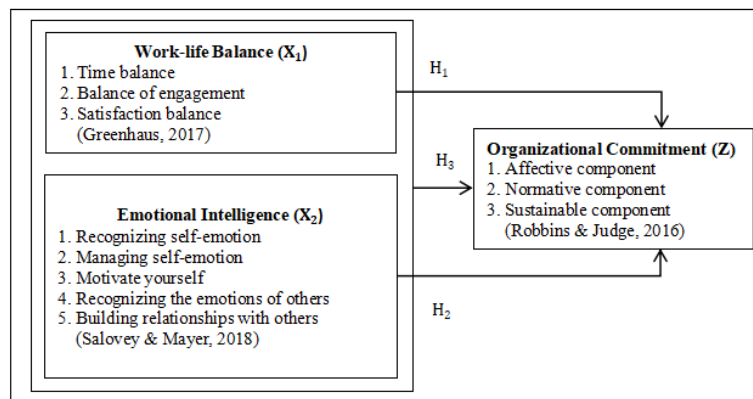
experience during organization (Allen & Mayer, 2016). Organizational commitment indicators can be measured through 3 (three) indicators, namely: (1) affective component, (2) normative component, (3) sustainable component (Robbins & Judge, 2016).

Work-life balance is the extent to which a person feels satisfied with his ability to carry out all roles in life outside and inside work (Greenhaus, 2017). There are 3 (three) factors that influence work-life balance, namely: (1) individual factors, (2) organizational factors, (3) social environmental factors (Poulose, 2017). Work-life balance indicators can be measured through 3 (three) indicators, namely: (1) time balance, (2) engagement balance, (3) satisfaction balance (Greenhaus, 2017).

Emotional intelligence is a person's ability to monitor their feelings and emotions (both towards themselves and others), as well as being able to differentiate between these two things and then use that information to guide their thoughts and actions (Salovey & Mayer, 2018). There are 2 (two) factors that influence emotional intelligence, namely internal factors and

external factors. Internal factors are the individual's own condition. Meanwhile, external factors are family and friends (Goleman, 2017). Emotional intelligence can be measured through 5 (five) indicators, namely: (1) recognizing one's emotions, (2) managing one's emotions, (3) motivating oneself, (4) recognizing other people's emotions, (5) building relationships with other people (Salovey & Mayer, 2018).

The researcher believes that previous research is very important to know as reference material and references in conducting research. Several previous studies are relevant to the research conducted by researchers, namely research with research results work-life balance positive and significant effect on organizational commitment (Mahadiva & Riana, 2023), emotional intelligence positive and significant effect on organizational commitment (Demon & Kurniawan, 2022), work-life balance and emotional intelligence positive and significant effect on organizational commitment (Marseno & Sorry, 2021). The framework for thinking in this research is as follows:



**Figure 1. Research Framework**

Hypothesis development in this research is as follows:

H<sub>1</sub> : Work-life balance positive and significant effect on organizational commitment.

H<sub>2</sub> : Emotional intelligence positive and significant effect on organizational commitment.

H<sub>3</sub> : Work-life balance and emotional intelligence has a positive and significant effect on organizational commitment. The



object of this research is work-life balance, emotional intelligence and organizational commitment of PERUMDA Tirta Pakuan employees, Bogor City. The subjects in this research were employees of PERUMDA Tirta Pakuan, Bogor City. The research location is on Jl. Siliwangi No. 121, Sukasari, Kec. East Bogor, Bogor City. The research method used in this research is descriptive and verification methods. The descriptive method is used to find out how employee P responds ERUMDA Tirta Pakuan Bogor City regarding work-life balance and emotional intelligence towards organizational commitment. The verification method is used to find out how big the influence is work-life balance and emotional intelligence on the organizational commitment of PERUMDA Tirta Pakuan Bogor City employees both simultaneously and partially. The population of this research is 415 employees of PERUMDA Tirta Pakuan, Bogor City. The sample in this study was 104 employees of PERUMDA Tirta Pakuan, Bogor City, using the technique proportionate random sampling. Data collection through questionnaire results. Data measurement in this study uses a scale likert by giving a score of 1-5 to each statement which is then entered into an interval scale so that you can The assessment criteria categories are determined from very low to very high.

## RESEARCH RESULTS AND DISCUSSION

Validity test is carried out to show the degree of consistency between data that actually occurs on an object and data that can be collected by researchers (Sugiyono, 2019). Validity testing in this research uses the correlation formula Pearson Product Moment. The validity test of the organizational commitment variable shows five valid statements and one invalid statement. Invalid statement ie I feel the company deserves my loyalty repaired So I

feel the company deserves my loyalty. Validity test results work-life balance, emotional intelligence and organizational commitment are all statements declared valid. According to the criteria  $r_{count} < r_{table}$  declared valid.

The reliability test is to see whether the research instrument is a reliable and trustworthy instrument (Sugiyono, 2019). Reliability testing is carried out using Cronbach Alpha. Reliability test results on variables work-life balance, emotional intelligence and organizational commitment are all statements declared reliable. According to the criteria cronbach alpha  $< 0,6$  declared reliable.

Normality Test is a test to see whether the residuals obtained have a normal distribution. In this research, data normality detection can be done using the Kolmogrov Smirnov test. The normality test result in this study was 0.093, meaning significant value  $> 0.05$  then the distribution is normal.

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should have no correlation between independent variables. Nilai tolerance of 0.805 and a VIF value of 1.242. Tolerance Value  $> 0,05$  and VIF  $< 5$ , meaning that multicollinearity does not occur.

The heteroscedasticity test aims to test whether there is inequality in the regression model variance from the residual of one observation to another fixed observation, for it is called homoscedasticity and if it is different it is called heteroscedasticity. Picture Scatterplot This research is dots spread out with a pattern for which is not clear and above and below the number 0 at point Y, means no heteroscedasticity occurs and is suitable for use to predict each variable in this study.

**Table 4 Recapitulation of Employee Responses to Organizational Commitment**

No	Indicator	Score	Criteria	Interpretation
1	Affective Commitment	3.16	High enough	High employee trust in the company and low employee desire to stay in the

2	Normative Commitment	2.40	Low	company make employees have quite high commitment. Employees do not feel that remaining in the company will be more profitable than leaving the company and employees feel that the company does not provide their rights and obligations properly so that employee commitment is low.
3	Continuous Commitment	2.63	Low	Employees do not feel that the company is of service to employees and the company does not deserve loyalty from employees so that employee commitment is low.
<b>Average</b>		<b>2.73</b>	<b>High enough</b>	<b>Employee organizational commitment is quite high</b>

Source: PERUMDA Tirta Pakuan Bogor City

Based on Table 4 The average value of employee responses for the organizational commitment variable is 2.73, which is included in the quite high category. The highest indicator, namely the affective commitment indicator of 3.16, is quite high. This is caused by employees not remaining in the company because of their own desires but because of other reasons, such as economic

needs. The lowest indicator, namely the sustainable commitment indicator of 2.63, is quite high. This is caused by two causes. The first cause is that employees do not feel that the company is providing services to employees. The second cause is that employees feel that the company does not deserve employee loyalty.

**Table 5 Recapitulation of Employee Responses to Work-Life Balance**

No	Indicator	Score	Criteria	Interpretation
1	Time Balance	2.12	Low	Employees do not work according to the specified time so they do not have enough time to carry out activities outside of work.
2	Engagement Balance	2.83	High enough	Employees are unable to work and carry out activities outside of work when their psychological condition is not good. Employees feel that their involvement in work interferes with their lives outside of work.
3	Balance of Satisfaction	3.66	Height	Employees are satisfied with the various things they do inside and outside of work.
<b>Average</b>		<b>2.87</b>	<b>High enough</b>	<b>Work-Life Balance high enough officials</b>

Source: PERUMDA Tirta Pakuan Bogor City

Based on Table 5 the average value of employee responses for the variable work-Life Balance namely 2.87, which is included in the quite high category. The highest indicator, namely the balance of satisfaction, is 3.66 in the high category. This is caused by employees being satisfied with the results of the employee's work, satisfied with the

employee's relationship with his family, and satisfied with what the employee has achieved both inside and outside of work. The lowest indicator, namely the time balance indicator, is 2.12 in the low category. This is caused by employees not working according to the stipulated time due to excessive workload.

**Table 6 Recapitulation of Employee Responses to Emotional Intelligence**

No	Indicator	Score	Criteria	Interpretation
----	-----------	-------	----------	----------------

1	Knowing Your Emotions	4.04	Height	Employees are able to recognize and know the reasons for the various emotions they feel.
2	Managing Your Emotions	3.09	High enough	Some employees are unable to handle themselves at work and are unable to convey their emotions according to what they feel.
3	Motivate Yourself	3.27	High enough	Some employees are able to motivate themselves but cannot direct the various emotions they feel to achieve their goals.
4	Recognizing Other People's Emotions	2.45	Low	Most employees are unable to feel and understand the various emotions felt by other people.
5	Building Relationships with Others	3.19	High enough	Most employees are unable to control the various emotions they feel when communicating with other people and are unable to manage various emotions which they feel to maintain relationships with others.
<b>Average</b>		<b>3.21</b>	<b>High enough</b>	<b>Employee emotional intelligence is quite high</b>

Source: PERUMDA Tirta Pakuan Bogor City

Based on Table 6 The average value of employee responses for the emotional intelligence variable is 3.21, which is in the quite high category. The highest indicator, namely the indicator of recognizing one's own emotions, is 4.04 in the high category. This is because employees are able to

recognize and know the causes of the emotions they feel. The lowest indicator, namely the indicator of recognizing other people's emotions, is 2.45 in the low category. This is caused by employees not being able to feel and understand the emotions felt by other people.

**Table 7 Recapitulation of Employee Responses PERUMDA Tirta Pakuan Bogor City**

No	Indicator	Score	Criteria
1	Organizational commitment	2.73	High enough
2	Work-life Balance	2.87	High enough
3	Emotional intelligence	3.21	High enough

Source: PERUMDA Tirta Pakuan Bogor City

Based on Table 7 it can be seen that employee responses regarding work-life balance, emotional intelligence, and

organizational commitment are quite high criteria.

**Table 8 Uji F ANOVA<sup>a</sup>**

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	346.767	3	173.383	15.951	.000 <sup>b</sup>
	Residual	1097.846	101	10.870		
	Total	1444.163	104			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), INork-life balance, Kemotional intelligencel

Source: Results of statistical data processing with SPSS Version 26.00, 2024

Based on Table 10 it can be seen that the value  $F_{count}$  as big as 15,951 and value  $F_{table}$  for  $\alpha = 0,05$  with degrees of freedom  $104-2-1 = 101$  equal to 1.660. So that  $F_{table}$ ),

for  $H_0$  rejected and  $H_a$  accepted, that is work-life balance ( $X_1$ ) and emotional intelligencel ( $X_2$ ) influential positive fan significant to organizational commitment (AND)



simultaneously. This matter according to (2024), Hasan (2023), and Kristanto & study earlier which is done by Kafiari, et al Baihaqi (2020)

**Table 9 Regression Coefficients and Significant Test Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	6.239	1.589		3.927	.000		
	Work-Life Balance	.176	.050	.342	3.533	.001	.805	1.242
	Emotional Intelligence	.137	.057	.231	2.393	.019	.805	1.242

a. Dependent Variable: Organizational Commitment

Source: Results of statistical data processing with SPSS Version 26.00, 2024

Based on Table 9, a regression equation with the following model is obtained:

$$Y = 0.176X_1 + 0.137X_2 + \varepsilon_1$$

Based on the equation above, it can be seen that the regression coefficient work-life balance ( $X_1$ ) with a value of 0.176 which means work-life balance has a positive influence, which means when work-life balance an improvement for the better will be followed by an increase in organizational commitment and vice versa. In accordance with research conducted by Fauziah & Rozana (2024), Choeriah & Utami (2023), and Putri & Frianto (2023). Regression coefficient of emotional intelligence ( $X_2$ ) with a value of 0.137, which means that emotional intelligence has a positive effect, which means that if

emotional intelligence increases for the better, it will be followed by an increase in organizational commitment and vice versa. In accordance with research conducted by Azizah (2024), Johaness (2023), and Muttaqin & Yoyano (2023).

The direction of the relationship between two independent variables and whether or not the relationship is strong between independent variables simultaneously or more with one dependent variable can use multiple correlation analysis (Sugiyono, 2019). Relationship between work-life balance and emotional intelligence to organizational commitment employee of PERUMDA Tirta Pakuan, Bogor City can be seen in Table 10 as follows:

**Table 10 Coefficient of Determination Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490 <sup>a</sup>	.240	.225	3.29693

Source: Results of statistical data processing with SPSS Version 26.00, 2024

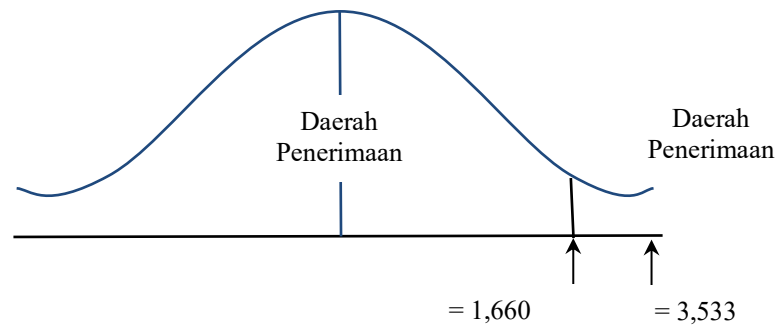
Based on Table 10 it can be seen that relationship between work-life balance and employee emotional intelligence shows a correlation figure of 0.490 or 49%, which means it has a strong relationship to organizational commitment. This shows that the higher work-life balance and employee emotional intelligence, the higher the organizational commitment of PERUMDA Tirta Pakuan Bogor City employees. Mark  $R^2$  (R square) of 0.240 or 24%. This shows that the percentage of contribution influences the variables work-life balance and employee emotional intelligence on organizational commitment

is 24% while the remaining 76% is influenced by other variables not included in the research model. This research is in line with previous research conducted by Kafiari, et al (2024) and Oktaviani (2020).

The correctness of the correlation analysis calculations can be seen by testing the null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ) through the F test and t test. The F test is used to determine the simultaneous relationship between independent variables (work-life balance and emotional intelligence) to the dependent variable (organizational commitment).

Based on Table 10 it can be seen that mark  $t_{count}$  Amounting to 3,533 and value  $t_{table}$  for  $\alpha = 0.05$  with degrees of freedom  $104-2-1 = 101$  it is 1.660. So that  $t_{count}$  greater than  $t_{table}$  ( $3.533 > 1.660$ ) with a significance of  $0.001 < 0.05$ , it can be concluded that  $To_1$  rejected and  $Ha_1$

accepted. It means work-life balance influential positive and significant towards organizational commitment. This research is in line with previous research conducted by Pranata, et al (2023), Latupapua, et al (2021), Saputri & Helmy (2021). As for the t-test results work-life balance can be seen in the following curve:

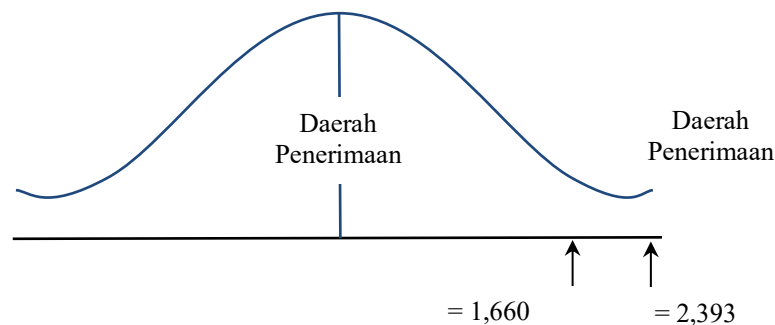


**Figure 4 t test results Work-Life Balance**

Source: Results of statistical data processing with SPSS Version 26.00, 2024

Based on Table 10 it can be seen that mark  $t_{count}$  Amounting to 2,393 and value  $t_{table}$  for  $\alpha = 0.05$  with degrees of freedom  $104-2-1 = 101$  it is 1.660. So that  $t_{count}$  greater than  $t_{table}$  ( $2.393 > 1.660$ ) with a significance of  $0.019 < 0.05$ , it can be concluded that  $To_2$  rejected and  $Ha_2$

accepted, meaning that emotional intelligence has a direct effect on organizational commitment. This research is in line with previous research conducted by Wiyono & Mutiara (2023), Fatmawati & Azizah (2022), and Barata (2020). As for the t-test results emotional intelligence can be seen in the following curve:



**Figure 5 t test results Emosional Intelligence**

Source: Results of statistical data processing with SPSS Version 26.00, 2024

Based on the results of the t-test, the following is a partial summary of the

variable testing work-life balance and emotional intelligence:

**Table 11 Recapitulation of Testing t Test**

No	Variable	$t_{count}$	Say.	Conclusion
1	Work-life Balance	3.533	0.001	Positive and significant influence
2	Emotional intelligence	2.393	0.019	Positive and significant influence

Source: Results of statistical data processing with SPSS Version 26.00, 2024

Based on Table 11 it can be seen that the influence work-life balance towards organizational commitment is greater than emotional intelligence. This is when the employee reaches work-life balance So it can be said that employees have succeeded in living their lives not only inside work but outside work as well.

## CONCLUSIONS AND IMPLICATIONS

Based on the results of the research that has been carried out, it can be concluded that employee responses regarding work-life balance, emotional intelligence, and organizational commitment included in the quite high category. This is because there are still employees who have the ability work-life balance and low emotional intelligence so that the organizational commitment of PERUMDA Tirta Pakuan Bogor City employees is still relatively low. Apart from that, research results also prove that work-life balance and emotional intelligence has a positive and significant effect on organizational commitment, both simultaneously and partially.

Based on the research results that have been explained regarding the problem work-life balance, emotional intelligence, and organizational commitment to PERUMDA Tirta Pakuan employees, researchers provide several suggestions which are hoped to help the company in resolving problems related to the research carried out. The suggestions put forward are as follows:

1. Organizational Commitment  
PERUMDA Tirta Pakuan Bogor City is advised to carry out the "wheel of commitment" maximally and comprehensively, especially at the core layer which provides rights and obligations to employees.
2. Emotional Intelligence  
PERUMDA Tirta Pakuan Bogor City is advised to provide emotional intelligence training. Examples of training that can be carried out include techniques self-awareness, self-

management, self-motivation, handling fear, know and understand others.

3. Work-Life Balance  
PERUMDA Tirta Pakuan Bogor City is advised to carry out a workload analysis so that it can measure working time and determine the number of employee needs, which will then determine whether to add or transfer employees to areas that require them more.

## THANK-YOU NOTE

The author would like to thank PERUMDA Tirta Pakuan KOTA Bogor who has given permission and provided data related to the research and the author would also like to thank all parties who have helped the author in compiling the author's research.

## BIBLIOGRAPHY

- Azizah, Nida Nur (2024) Pengaruh Spiritual Leadership, Kecerdasan Emosional, Dan Person Organization-Fit Terhadap Komitmen Organisasi (Studi Pada Guru Yayasan SD Islam Ulil Albab Kebumen). Skripsi thesis, Universitas Putra Bangsa. <http://eprints.universitaspurabangsa.ac.id/id/eprint/1618>.
- Baihaqi, Kristanto. (2020). Pengaruh Nilai Kerja, Kecerdasan Emosional dan Work Life Balance Terhadap Komitmen Karir (Studi Kasus Pada Generasi Y Kota Semarang). *EconBank: Journal Economics and Banking*. Vol 2 (2). <https://doi.org/10.35829/econbank.v2i2.210>.
- Barata, Juliahir. (2020). Pengaruh Kecerdasan Emosional Dan Kompensasi Terhadap Komitmen Organisasi Pegawai Sekolah Bina Bhakti Kubu. *Jurnal Ekonomi Integra*. Vol 10 (2). <https://doi.org/10.51195/iga.v10i2.143>.
- Choeriyah, Utami. (2023). Pengaruh Work Life Balance terhadap Komitmen Organisasi pada Dosen Hybrid Working. *Jurnal Riset Psikologi (JRP)*. Vol 3 (1). <https://doi.org/10.29313/jrp.v3i1.1800>.

- Fatmawati, A., Azizah, N, S. (2022). Pengaruh Kecerdasan Emosional dan Perceived Organizational Support Terhadap Organizational Citizenship Behavior dengan Komitmen Organisasi Sebagai Variabel Intervening. *JIMMBA: Jurnal Ilmiah Mahasiswa Manajemen, Bisnis & Akuntansi*. Vol 4 (2). <https://doi.org/10.32639/jimmba.v4i2.78>.
- Fauziah, Rozana. (2024). Pengaruh Work Life Balance terhadap Komitmen Organisasi pada Petugas Pemadam Kebakaran. *Bandung Conference Series: Psychology Science*. Vol 4 (1). <https://doi.org/10.29313/bcsp.v4i1.10037>.
- Goleman. (2017). *Emotional Intelligence*. Jakarta: PT. Gramedia Pustaka Utama.
- Hasan, Nurul Husna. (2023). Pengaruh Islamic Emotional Intelligence dan Work-Life Balance Terhadap Organizational Commitment Dimediasi oleh Burnout (Studi Pada Karyawan Wanita Kantor Kementerian Agama Pekanbaru, Riau). Skripsi thesis, Universitas Islam Indonesia Yogyakarta. <https://dspace.uui.ac.id/handle/123456789/42412>.
- Hasibuan. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit PT Bumi Aksara.
- Latupapua, et al. (2021). Pengaruh Work Life Balance Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada pegawai Yang Sudah Menikah. *Jurnal Manajemen dan Bisnis*. Vol 5 (1). <https://doi.org/10.30598/manis.5.1.52-64>.
- Mahadiva, Riana. (2023). Pengaruh Work-Life Balance, Kompensasi, dan Kepuasan Kerja Terhadap Komitmen Organisasional. *Jurnal Ekonomi dan Bisnis Universitas Udayana*. Vol 12 (11). <https://doi.org/10.24843/EEB.2023.v12.i11.p12>.
- Marseno, Muafi. (2021). The Effects Of Work-Life Balance and Emotional Intelligence On Organizational Commitment Mediated By Work Engagement. *International Journal of Business Ecosystem & Strategi*. Vol 3 (2). <https://doi.org/10.36096/ijbes.v3i2.257>.
- Mobley. (2016). *Human Resource Management*. Edisi 10. Jakarta: Salemba Empat.
- Pranata, et al. (2023). Pengaruh Work Life Balance Dan Komunikasi Interpersonal Terhadap Kepuasan Kerja Pegawai Dinas Pariwisata Kota Palembang Di Era Pandemi Covid-19 Melalui Komitmen Organisasional Sebagai Variabel Mediasi. *Cakrawala Repositori IMWI*. Vol 6 (4). <https://doi.org/10.52851/cakrawala.v6i4.410>.
- Putri, Frianto. (2023). Pengaruh Work-Life Balance Terhadap Kinerja Karyawan Melalui Komitmen Organisasi. *Jurnal Ilmu Manajemen (JIM)*. Vol 11 (2). <https://doi.org/10.26740/jim.v11n2.p293-305>.
- Robbins, Judge. (2016). *Perilaku Organisasi*. Edisi 16. Jakarta: Salemba Empat.
- Salovey, Mayer. (2018). *Emotional Intelligence Imagination Cognitional Personality*. Penerbit PT Bumi Aksara.
- Saputri, R, Z., Helmy, I. (2021). Pengaruh Motivasi Intrinsik dan Work Life Balance Terhadap Organizational Citizenship Behavior dengan Komitmen Organisasi sebagai Variabel Intervening. *JIMMBA: Jurnal Ilmiah Mahasiswa Manajemen, Bisnis & Akuntansi*. Vol 3 (5). <https://doi.org/10.32639/jimmba.v3i5.945>.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Wiyono, A, A., Mutiara, N. (2023). Pengaruh Komitmen Organisasional Dan Kecerdasan Emosional Terhadap Kinerja Pegawai Melalui Organizational

Citizenship Behaviour Pada Pegawai KPP Pratama Kediri. *Otonomi*. Vol 23 (2).

<https://doi.org/10.32503/otonomi.v23i2.4446>.

Yoyano, Muttaqin. (2023). Pengaruh Kepemimpinan Transformasional,

Kecerdasan Emosional, Dan Lingkungan Kerja Terhadap Komitmen Organisasi Pada PT. Mitra Global Prima Di Kota Cimahi. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*. Vol 9 (6).  
<https://doi.org/10.35870/jemsi.v9i6.1741>.

-